

# **AGENCY STRATEGIC PLAN**

**FOR THE FISCAL YEARS**

**2003 – 2007**



**ARKANSAS EMPLOYMENT SECURITY DEPARTMENT**

**FUNCTIONAL AREA: ECONOMIC DEVELOPMENT**

# **AGENCY STRATEGIC PLAN APPROVAL PLAN**

**FOR THE FISCAL YEARS**

**2003 – 2007**

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Director**

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## STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Employment Security Department
<b>Agency Mission Statement:</b>  To provide employers, workers, and the general public with employment related services that enhance the economic stability of Arkansas.	

### **AGENCY GOAL 1:**

Provide administrative direction and support for the agency.

### **AGENCY GOAL 2:**

Provide employers with qualified job applicants.

### **AGENCY GOAL 3:**

Help the employed and unemployed find work or training.

### **AGENCY GOAL 4:**

Administer the Unemployment Insurance Program including the payment of unemployment insurance benefits and the collection of unemployment insurance premiums.

### **AGENCY GOAL 5:**

Produce and communicate accurate labor market information.

### **AGENCY GOAL 6:**

Provide training and employment assistance for the citizens of Arkansas at the state and local level.

**AGENCY GOAL 7:**

Provide current source of data on all new hires.

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## STRATEGIC PLAN

<b>Agency Name</b>		Arkansas Employment Security Department
<b>Program</b>		Administration and Support
<b>Program Authorization</b>		Act 271 of 2001
<b>Program Definition:</b>		Provide administrative direction and support for the agency.
<b>Funds – Center Code: <u>XX</u></b>		
<b>AGENCY GOAL(S)#</b>	1	
<b>Anticipated Funding Sources for the Program:</b>		Federal Funds (95%) Penalty and Interest Collections (5%)

**GOAL 1: (Sub-Funds Center Code: XXGOAL1)**

Provide administrative direction and support for the agency.

**OBJECTIVE 1: (Sub-Funds Center Code: XXG10BJ1)**

Provide administrative direction and support to ensure that department programs meet their objectives and performance targets.

**STRATEGY 1: (Sub-Funds Center Code: XXA)**

Provide direction and oversight for the administrative and support functions for the agency in the most effective, economical and timely manner while adhering to all federal and state laws, regulations, guidelines and reporting standards.

**OBJECTIVE 2: (Sub-Funds Center Code: XXG10BJ2)**

To effectively utilize information technology resources to support the mission of the Employment Security Department.

**STRATEGY 1: (Sub-Funds Center: XXB)**

Provide ongoing research, programming, technical support and communication technology in every possible area and continue the development of WEB based services to meet the ever changing agency mission to meet customer needs.

**OBJECTIVE 3: (Sub-Funds Center Code: XXG10BJ3)**

To provide for general operations support and overhead cost not otherwise included in the ADMINISTRATION PROGRAM or treated as a direct cost in other programs.

**STRATEGY 1: (Sub-Funds Center Code: XXC)**

Record and allocate to appropriate federal programs general operations support and overhead costs.

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**STRATEGIC PLAN**

<b>Agency Name</b>		Arkansas Employment Security Department
<b>Program</b>		State Workforce Services
<b>Program Authorization</b>		SEQ. Social Security Act (SSA) 42 USC Sec 301 ET. SEQ. Federal Unemployment Tax Act (FUTA) 26 USC Sec 3101 Et. SEQ. Wagner-Peyser Act 29 USC Sec 49 ET. SEQ. AR Employment Security Law ACA 11-10-101 ET. SEQ. and Act 271 of 2001
<b>Program Definition:</b>		Provide comprehensive workforce and unemployment services for the citizens of Arkansas.
<b>Funds – Center Code:</b> <u>XXX</u>		
<b>AGENCY GOAL(S)#</b>	2-5	
<b>Anticipated Funding Sources for the Program:</b>		Federal Funds (100%)

**GOAL 2: (Sub-Funds Center Code: XXXGOAL2)**

Provide employers with qualified applicants.

**OBJECTIVE 1: (Sub-Funds Center Code: XXXG2OBJ1)**

To bring employers and qualified job seekers together through a network of field offices throughout the state.

**STRATEGY 1: (Sub-Funds Center Code: XXXA)**

Deliver the labor exchange employment services, by listing employer job openings, registering job seekers, and referring qualified applicants using three methods: staff assisted service, self-help resource service, and self-service, through a network of local offices, out-reach locations, and one-stop centers located throughout the state.

**GOAL 3: (Sub-Fund Center Code: XXXGOAL3)**

Help the employed and unemployed find work or training.

**OBJECTIVE 1: (Sub-Funds Center Code: XXXG3OBJ1)**

To administer the federal Workforce Incentive Credit and Welfare-to-Work Tax Credit programs encouraging the hiring of individuals from nine targeted groups.

**STRATEGY 1: (Sub-Funds Center Code: XXXB)**

Conduct statewide marketing campaign to educate and encourage employers, local participating agencies, and job service staff to actively pursue use of the programs. Will conduct training sessions on a regular basis for employers, job service staff, and participating agencies. Will provide resources to businesses and staff including a toll-free telephone number (1-866-330-9459), employer handbooks, and brochures. Will determine program eligibility and issue certifications or denials promptly. Will develop and import automation capabilities through cooperative agreements.

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**OBJECTIVE 2: (Sub-Funds Center Code: XXXG3OBJ2)**

To assist veterans in locating job training and employment.

**STRATEGY 1: (Sub-Funds Center Code: XXXC)**

Deliver all labor exchange employment services to veterans using Local Veteran

Employment Representatives (LVER) and Disabled Veteran Outreach Program (DVOP)

Specialist to assure preferential treatment is given to veterans. The LVERs and DVOPs will

be assigned in accordance with Federal Regulations. One full-time LVER will be assigned in

each local office, which has had 1,100 Veterans, and other Eligible Persons register for

employment at any time during the most recent 12-month program year (at the time of grant

negotiations). One additional full-time LVER may be assigned to a local office for each

1,500 Veterans and Other Eligible Persons above 1,100. One half-time LVER may be

assigned to those local offices with at least 350 but less than 1,100 Veterans and Other

Eligible Persons. One DVOP will be assigned for each 7,400 veterans, between the ages of

20 and 64 residing in the State.

#### **GOAL 4: (Sub-Funds Center Code: XXXGOAL4)**

Administer the Unemployment Insurance Program including the payment of unemployment insurance benefits and the collection of unemployment insurance premiums, and administration of the Unemployment Insurance Trust Fund.

##### **OBJECTIVE 1: (Sub-Funds Center Code: XXXG4OBJ1)**

Pay unemployment insurance benefits to eligible claimants.

##### **STRATEGY 1: (Sub-Funds Center Code: XXXA)**

Further enhance automation by providing capability to file initial applications for Unemployment via the Internet.

##### **OBJECTIVE 2: (Sub-Funds Center Code: XXXG4OBJ2)**

Collect unemployment insurance taxes.

##### **STRATEGY 1: (Sub-Funds Center Code: XXXB)**

Further enhance automation by providing employers capability to file quarterly tax reports via the Internet and pay tax due via electronic funds transfer.

##### **OBJECTIVE 2: (Sub-Funds Center Code: XXXG4OBJ2)**



To distribute federal funds to displaced workers pursuant to the Trade Adjustment Assistance and North American Free Trade Acts.

**STRATEGY 1: (Sub-Funds Center Code XXXC)**

To provide benefits, training and support services in the most timely, efficient and economical manner for workers impacted by U.S. Trade Agreements.

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**GOAL 5: (Sub-Funds Center Code: XXXGOAL5)**

Produce and communicate accurate labor market information.

**OBJECTIVE 1: (Sub-Funds Center Code: XXXG5OBJ1)**

To maintain labor market information and labor statistics as needed to support state and local workforce services.

**STRATEGY 1: (Sub-Funds Center Code: XXXA)**

Perform BLS/LMI programs in accordance with Federal standards.

**OBJECTIVE 2: (Sub-Funds Center Code: XXXG5OBJ2)**

Produce Occupational/Career Information for business, government and individuals.

**STRATEGY 1: (Sub-Funds Center Code: XXXB)**

Perform activities within U.S. Department of Labor/U.S. Department of Education grant requirements.

## STRATEGIC PLAN

<b>Agency Name</b>		Arkansas Employment Security Department
<b>Program</b>		Local Workforce Development Board Services
<b>Program Authorization</b>		AR Workforce Investment Act (WIA) ACA Sec. 15-4-2201 ET. SEQ. Federal Workforce Act 29 USC 2801 ET.
<b>Program Definition:</b>		Provide training and employment assistance at the state and local level.
<b>Funds – Center Code:</b> <u>XXXX</u>		
<b>AGENCY GOAL(S)#</b>	6	
<b>Anticipated Funding Sources for the Program:</b>		Federal Funding (100%)

### GOAL 6: (Sub-Funds Center Code: XXXXGOAL6)

Provide training and employment assistance for the citizens of Arkansas at the state and local level.

#### OBJECTIVE 1: (Sub-Funds Center Code: XXXXG6OBJ1)

To provide Workforce Investment Act employment and training to assist lower income persons to make the transition from dependence on welfare assistance to becoming economically self-sufficient through Local Workforce Investment Boards.

**NOTE: The strategies and performance measures for this program are to be included in interim progress reports for the Department, but not included in the operating appropriation act of the Department due to the lack of direct administration and oversight of these funds.**

#### STRATEGY 1: (Sub Funds Center Code: XXXXA)

Conduct regular oversight and annual monitoring of WIA activities.

## STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Employment Security Department
<b>Program</b>	Administration and Support

### PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

<b>DESCRIPTION</b> (Indicate the Goal and Objective to which applicable)	<b>METHODS AND SOURCES USED OBTAINING DATA</b>	<b>FISCAL YEAR 2003</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>	<b>FISCAL YEAR 2006</b>	<b>FISCAL YEAR 2007</b>
<b>GOAL #1, OBJECTIVE #1</b>  Percent of Agency Performance Measures met.	Monthly review of performance measures.	90%	90%	90%	90%	90%
<b>GOAL #1, OBJECTIVE #1</b>  Number of prior year audit findings reported in subsequent audit.	Review of annual audit reports.	None	None	None	None	None
<b>GOAL #1, OBJECTIVE #1</b>  Percent of agency staff and budget in the Administration Program compared to total agency positions and budget.	Monthly comparison of actual and budget (expenses).	20%	20%	20%	20%	20%
<b>GOAL #1, OBJECTIVE #2</b>  Percent of information technology budget compared to total agency budget.	Monthly comparison of actual budget (expenses).	5%	5%	5%	5%	5%
<b>GOAL #1, OBJECTIVE #2</b>  Number of proprietary informational systems maintained by agency staff or maintained through contractual services.	Obtain monthly numbers from Information & Technology Unit.	10	10	12	13	14

<b>GOAL #1, OBJECTIVE #3</b>						
Record and allocate general support and overhead costs to federal programs.	Monthly FARS Reports for accuracy.	90%	90%	90%	90%	90%

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## STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Employment Security Department
<b>Program</b>	State Workforce Services

### PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

<b>DESCRIPTION</b> (Indicate the Goal and Objective to which applicable)	<b>METHODS AND SOURCES USED OBTAINING DATA</b>	<b>FISCAL YEAR 2003</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>	<b>FISCAL YEAR 2006</b>	<b>FISCAL YEAR 2007</b>
<b>GOAL #2, OBJECTIVE #1</b>  Arkansas unemployment rate as compared to U.S. unemployment rate.	Comparison of monthly rates.	5.0%/5.5%	4.8%/5.4%	4.8%/5.3%	4.5%/5.1%	4.5%/5.0%
<b>GOAL #2, OBJECTIVE #2</b>  Percentage of veterans receiving case management services finding employment.	Monthly review of employment records.	25%	29%	32%	34%	35%
<b>GOAL #3, OBJECTIVE #1</b>  Help the employed and unemployed find work or training.	UI Wage File info and customer satisfaction surveys.	.4% increase each year	.4% increase each year	.4% increase each year	.4% increase each year	.4% increase each year
<b>GOAL #3, OBJECTIVE #2</b>  Number of workforce incentive credit certificates issued for targeted	UI Wage File info and customer satisfaction surveys.	.4% increase each year	.4% increase each year	.4% increase each year	.4% increase each year	.4% increase each

workers.						year
<b>GOAL #4, OBJECTIVE #1</b>  Average duration rate of unemployment compensation benefits.	Review of monthly reports sent to U.S. Department of Labor	12.0 Weeks	12.0 Weeks	11.8 Weeks	11.5 Weeks	11.5 Weeks
<b>GOAL #4, OBJECTIVE #1</b>  Payment of first unemployment insurance benefit check within 14 days.	Review of monthly reports sent to U.S. Department of Labor	90%	90%	90%	90%	90%

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## STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Employment Security Department
<b>Program</b>	State Workforce Services (continued)

### PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
<b>GOAL #4, OBJECTIVE #1</b>  Transfer of taxes from local banks to the UI Trust Fund in the U.S. Treasury within 1.75 days.	Review of daily bank transfer documents.	98%	98%	98%	98%	98%
<b>GOAL #4, OBJECTIVE #2</b>  Number of persons receiving trade displacement assistance.	Obtain monthly numbers from TAA, TRA & NAFT	1,100	1,300	1,400	1,400	1,500

	records					
<b>GOAL #5, OBJECTIVE #1</b>						
Percent of labor market information reports completed in accordance with grant requirements for accuracy and timeliness.	DOL/BLS on site review each October	4% or less annual revision	3.5% or less annual revision	3% or less annual revision	2.5% or less annual revision	2% or less annual revision

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## STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Employment Security Department
<b>Program</b>	Local Workforce Development Board Services

### **\*PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)**

\*The strategies and performance measures for this program are to be included in interim progress reports for the Department, but not included in the operating appropriation act of the Department due to lack of direct administration and oversight of these funds.

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
<b>GOAL #6, OBJECTIVE #1</b>	Quarterly review					

Compare combined WIA Entered Employment Rate, first quarter after exit (percent), for adults, dislocated workers and older youth.	of WIA reports provided by the State and local WIB	86%	87%	89%	90%	90%
<b>GOAL #6, OBJECTIVE #1</b>  Produce a combined unduplicated count of WIA participants (adult, dislocated workers, older youth, younger youth) received through local investment boards.	Quarterly review of WIA reports provided by the State and local WIB	10,300	10,400	10,500	10,700	11,000
<b>GOAL #6, OBJECTIVE #1</b>  Compare combined count of participants (adult, dislocated workers) who received WIA training services.	Quarterly review of WIA reports provided by the State and local WIB	To Be Developed	To Be Developed	To Be Developed	To Be Developed	To Be Developed
<b>GOAL #6, OBJECTIVE #1</b>  Compare combined average number of weeks participated in a training service (adult, dislocated workers).	Quarterly review of WIA reports provided by the State and local WIB	To Be Developed	To Be Developed	To Be Developed	To Be Developed	To Be Developed

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## STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Employment Security Department
<b>Program</b>	Local Workforce Development Board Services (continued)

### **\*PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)**

\*The strategies and performance measures for this program are to be included in interim progress reports for the Department, but not included in the operating appropriation act of the Department due to lack of direct administration and oversight of these funds.



<b>DESCRIPTION</b> (Indicate the Goal and Objective to which applicable)	<b>METHODS AND SOURCES USED OBTAINING DATA</b>	<b>FISCAL YEAR 2003</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>	<b>FISCAL YEAR 2006</b>	<b>FISCAL YEAR 2007</b>
<b>GOAL #6, OBJECTIVE #1</b>  Conduct annual fiscal and program monitoring and audit resolution on ten LWIAs and three statewide programs.	Annual review of monitoring and audit resolution reports	95%	95%	95%	95%	95%
<b>GOAL #6, OBJECTIVE #1</b>  Calculate average unsubsidized hourly rate of pay for participant's first unsubsidized employment activity screen).	Quarterly review of WtW reports pro-vided by local Workforce areas.	To Be Developed	To Be Developed	To Be Developed	To Be Developed	To Be Developed
<b>GOAL #6, OBJECTIVE #1</b>  Compare average hourly wage at placement (exit).	Quarterly review of WtW reports pro-vided by local Workforce areas.	To Be Developed	To Be Developed	To Be Developed	To Be Developed	To Be Developed
<b>GOAL #6, OBJECTIVE #1</b>  Obtain an unduplicated count of WtW participants receiving Welfare to Work assistance through local investment boards.	Quarterly review of WtW reports pro-vided by local Workforce areas.	To Be Developed	To Be Developed	To Be Developed	To Be Developed	To Be Developed



## STRATEGIC PLAN

<b>Agency Name</b>		Arkansas Employment Security Department
<b>Program</b>		New Hire Registry
<b>Program Authorization</b>		Act 1276 of 1997 and Public Law 104-193
<b>Program Definition:</b>		Provide a current source of data on all new hires in Arkansas.
<b>Funds – Center Code:</b> <u>XXXXX</u>		
<b>AGENCY GOAL(S)#</b>	7	
<b>Anticipated Funding Sources for the Program:</b>		Federal Funds (66%) General Revenue (34%)

### **GOAL 1: (Sub-Funds Center Code: XXXXXGOAL1)**

Provide current source of data on all new hires.

#### **OBJECTIVE 1: (Sub-Funds Center Code: XXXXXG1OBJ1)**

Produce and administer New Hire Registry.

#### **STRATEGY 1: (Sub-Funds Center Code: XXXXXA)**

Ensure employers comply with reporting requirements.



## STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Employment Security Department
<b>Program</b>	New Hire Registry

### PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

<b>DESCRIPTION</b> (Indicate the Goal and Objective to which applicable)	<b>METHODS AND SOURCES USED OBTAINING DATA</b>	<b>FISCAL YEAR 2003</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>	<b>FISCAL YEAR 2006</b>	<b>FISCAL YEAR 2007</b>
<b>GOAL #1, OBJECTIVE #1,</b>  Enter data in New Hire Registry within five business days of receipt.	Comparison of actual dates with grant required dates.	95%	95%	95%	95%	95%
<b>GOAL #1, OBJECTIVE #1,</b>  Provide Arkansas data to National Directory within three business days.	Review of submittal dates and entry by Policy Studies, Inc.	95%	95%	95%	95%	95%

